

# Contingency Contracting

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## Training



## Structure and Authority

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***Agile Contracting Support...Anytime...  
Anywhere***





# Lesson Objectives

- **DOD contracting organizations**
- **Non-DOD/Governmental organizations**
- **Joint Command Structure**
- **CINC Acquisition and Contracting Board and Joint Contracting Office**
- **CCOs in a JTF**
- **Coordination with key personnel**
- **Processing requirements**





# Lesson Objectives

- **Multinational contingency contracting**
- **LOGCAP (AMC Support Contract)**
- **Contract Authority of support personnel**
- **Training for contract support personnel**
- **Operational and Contractual chains of authority**





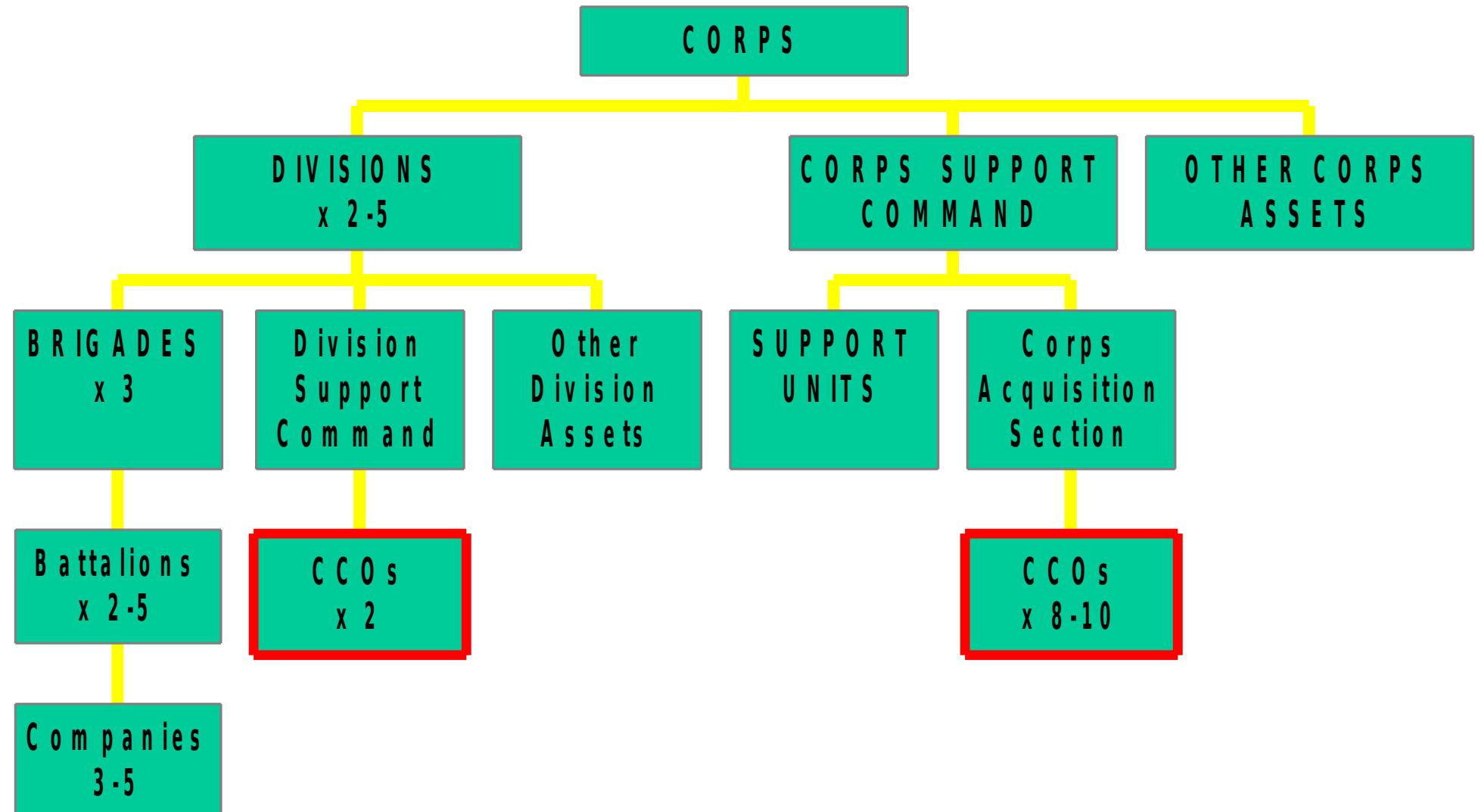
# Homeland Security Operations

## Mission & Capabilities of DoD Contingency Contracting Organizations





# US Army Tactical Structure





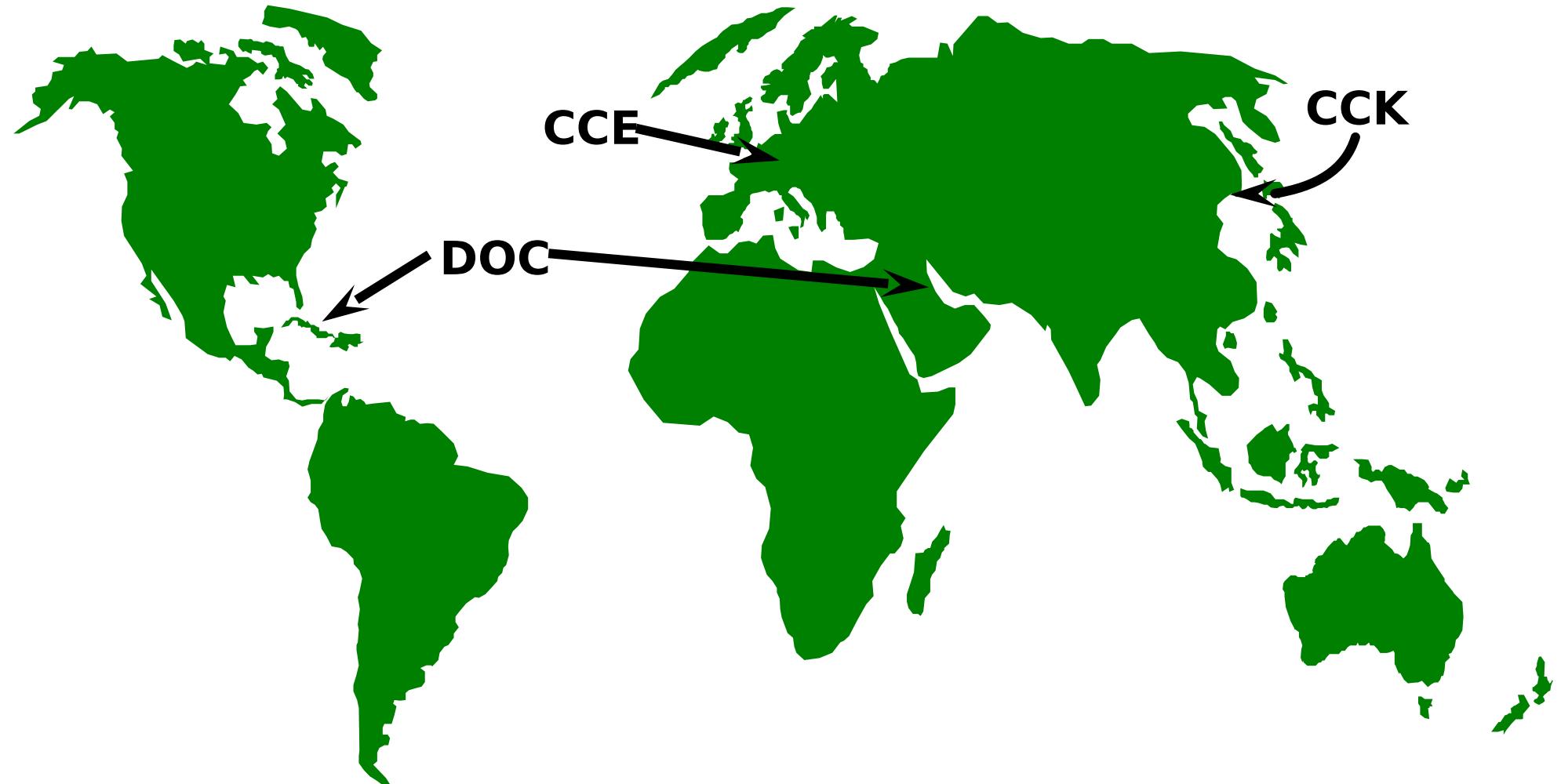
# US Army Contingency Contracting

- Army FAR Supplement Manual No. 2
- CCOs are seasoned officers (CPT/MAJs), but have limited contracting experience
- Senior, experienced CCOs (LTC) at Corps
- Officers are warranted based on certification levels
- CCO NCOs approved and deployed in limited numbers





# OCONUS Contracting Offices





# Army Corps Of Engineers (USACE)

- Responsible for MILCON and related services world-wide
- Contingency Real Estate Support Teams (CREST) Program
  - Deploys into AOR within 24 hours





# US Army Materiel Command

- Wholesale Logistics Management Agency for the Army world-wide
- Deploys teams in support of contingencies
- Typically limited to weapon system support contracts and field depot operations buying
- CCOs must coordinate with USALC contracting activities (preclude duplication of efforts and competition for scarce resources)
- Logistics Civil Augmentation Program (LOGCAP)
  - Force Multiplier for Contingency Operations





# LOGCAP

- Current Contract Awarded by AMC to Brown and Root
- FFP & CPAF (Estimated Value \$10B)
- 1 Base Year, 4 Option Years
- Top five most likely regional contingencies are planned
- Delivery Orders (DO) for “Events”
- DO “Events” Support Contingencies:
  - Base Camp Construction and Operations
  - Supplies, Services, and Facilities
  - Maintenance and Transportation





# LOGCAP

- Designed to provide an initial augmentation in support of forces for up to 180 days
- Not intended to function as a contract vehicle for long term sustainment during contingencies
- Within 15 days: Receive 1,500 troops/day
- Within 30 days: Support 25,000 troops in 8 base Camps/180 days (minimum)
- Administration Shared by AMC and Defense Contract Management District-International (DCMD-I)





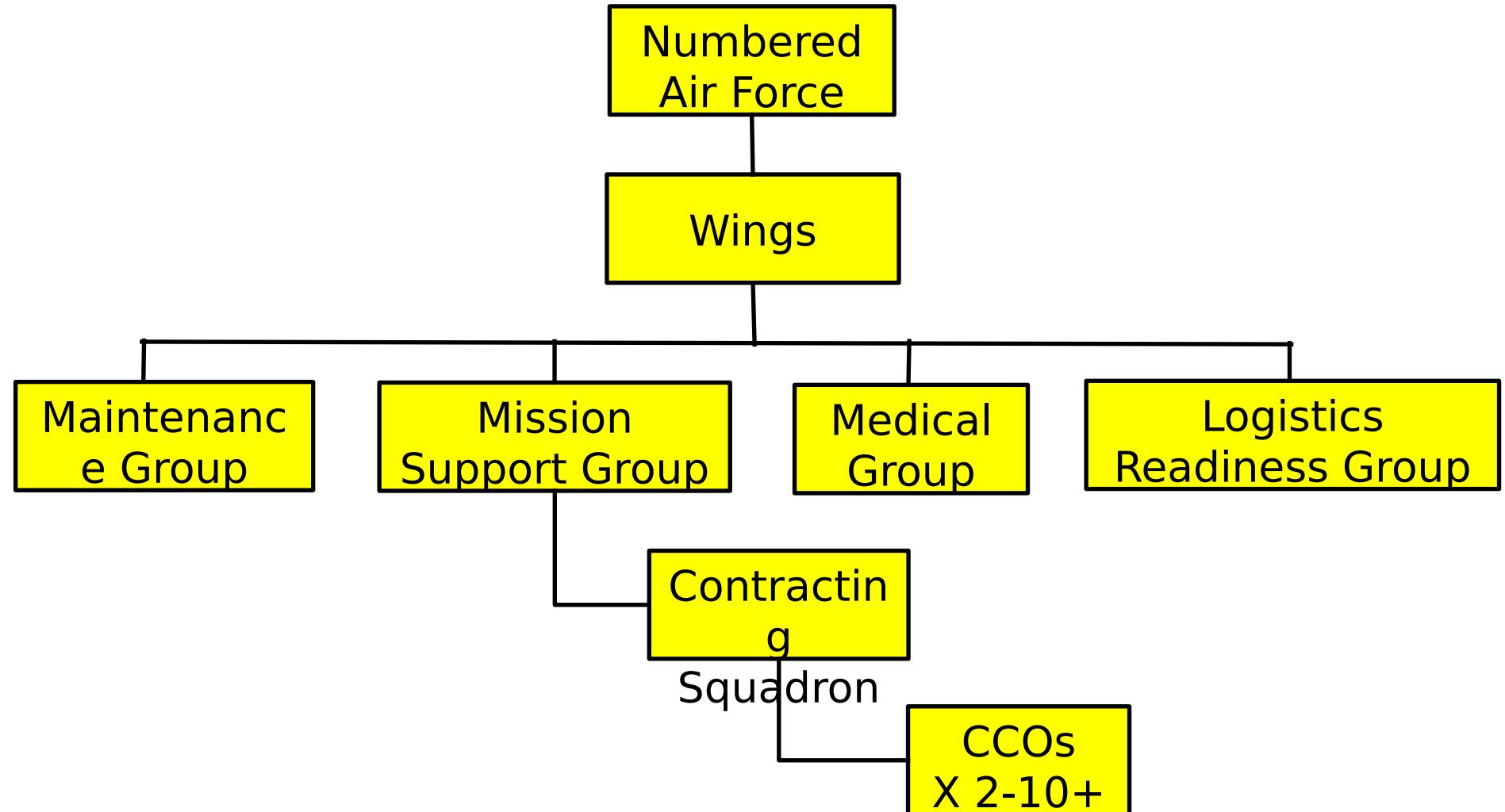
# LOGCAP

- Administered by DCMD-I deployed teams on-site during a contingency event
- Utilized in Somalia, Rwanda, Haiti, and Bosnia (original contract under USACE)
- Previous contract (DynCorp) employed in East Timor
- Current contract operating in Kosovo





# US Air Force Tactical Structure





# US Air Force Contingency Contracting

- AF FAR Supplement Appendix CC
- Well structured and organized, fully integrated in Joint Planning and Execution System (JOPES)
- Unit Type Codes (UTCs) specify personnel/equipment for specific plans
- CCOs are SrA (E-4) and above with warrants based on certification level





# AFCAP Contract

- Awarded to Readiness Mgmt Support Inc.
  - Joint Venture of Johnson Control World Services and Lockheed Martin Logistics Mgmt
- Administered by Air Force Civil Engineer Support Agency, at Tyndall AFB, FL
- CPAF with 0% base 4% award





# AFCAP Contract

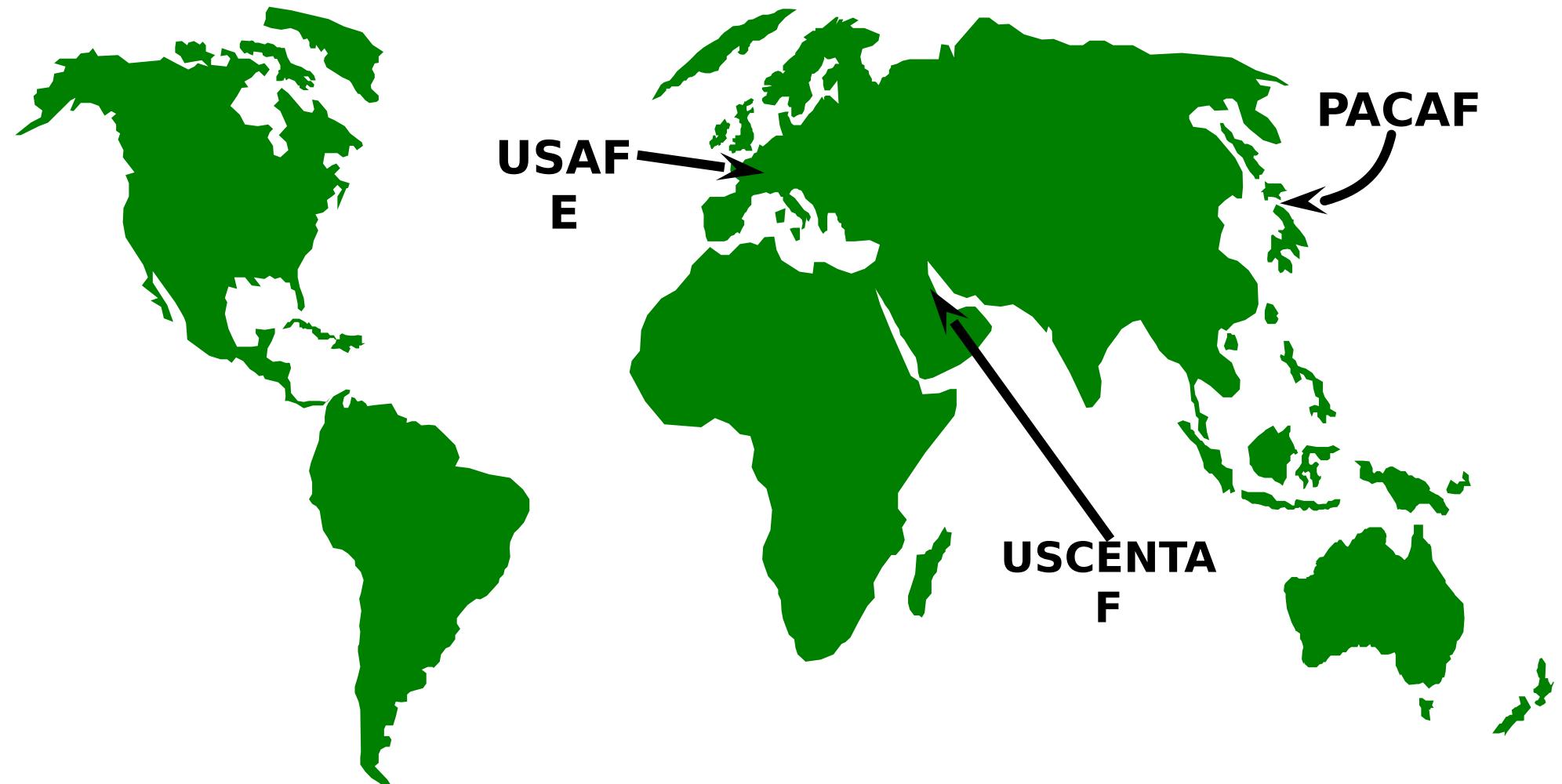
- Scope

- MOOTW activities (includes Domestic Disasters)
- BOS work - civil engineering and services
- World-wide Mgmt Plan for 10,000 troops
- Site Specific Plan



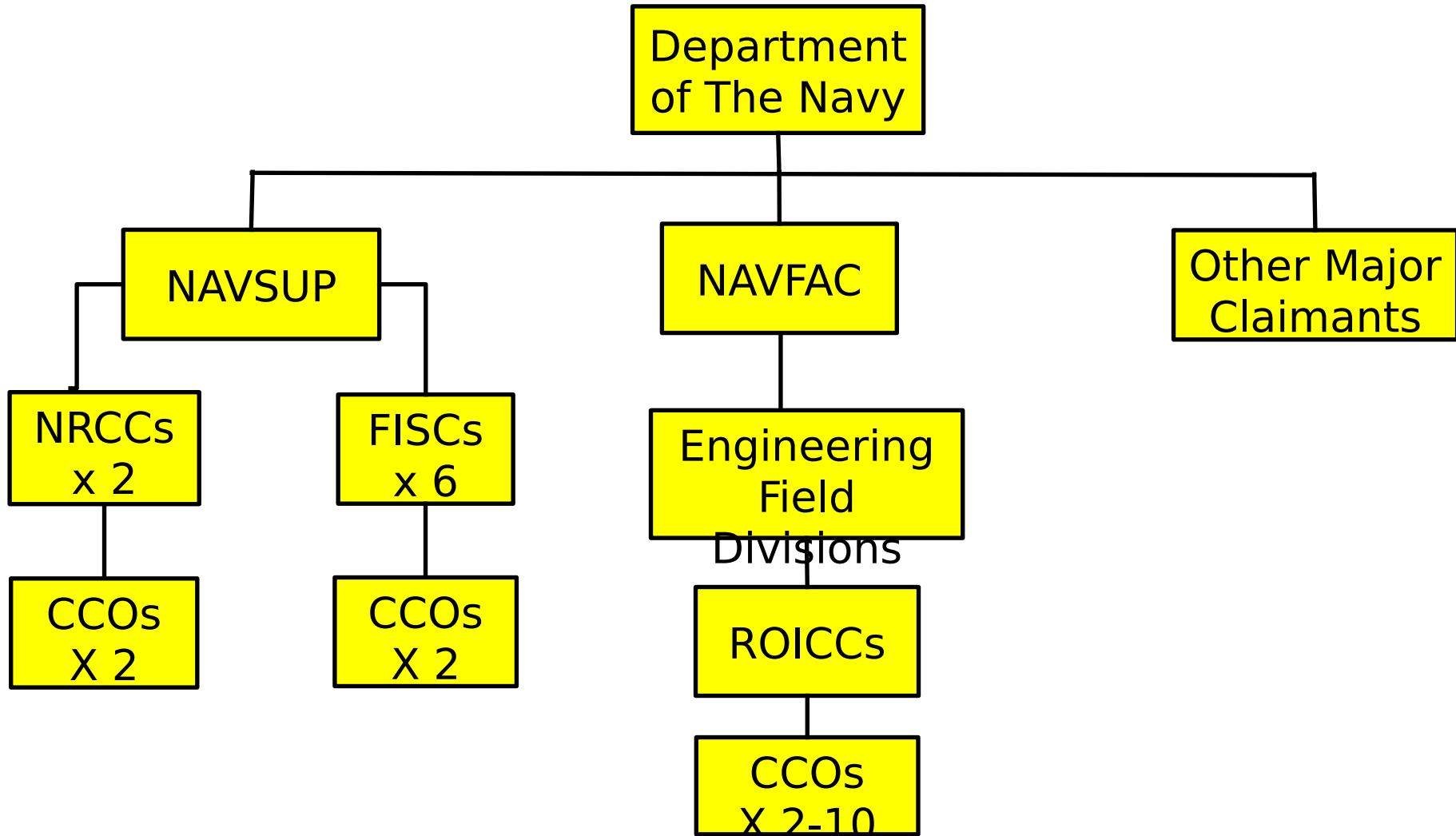


# AF OCONUS Contracting Offices



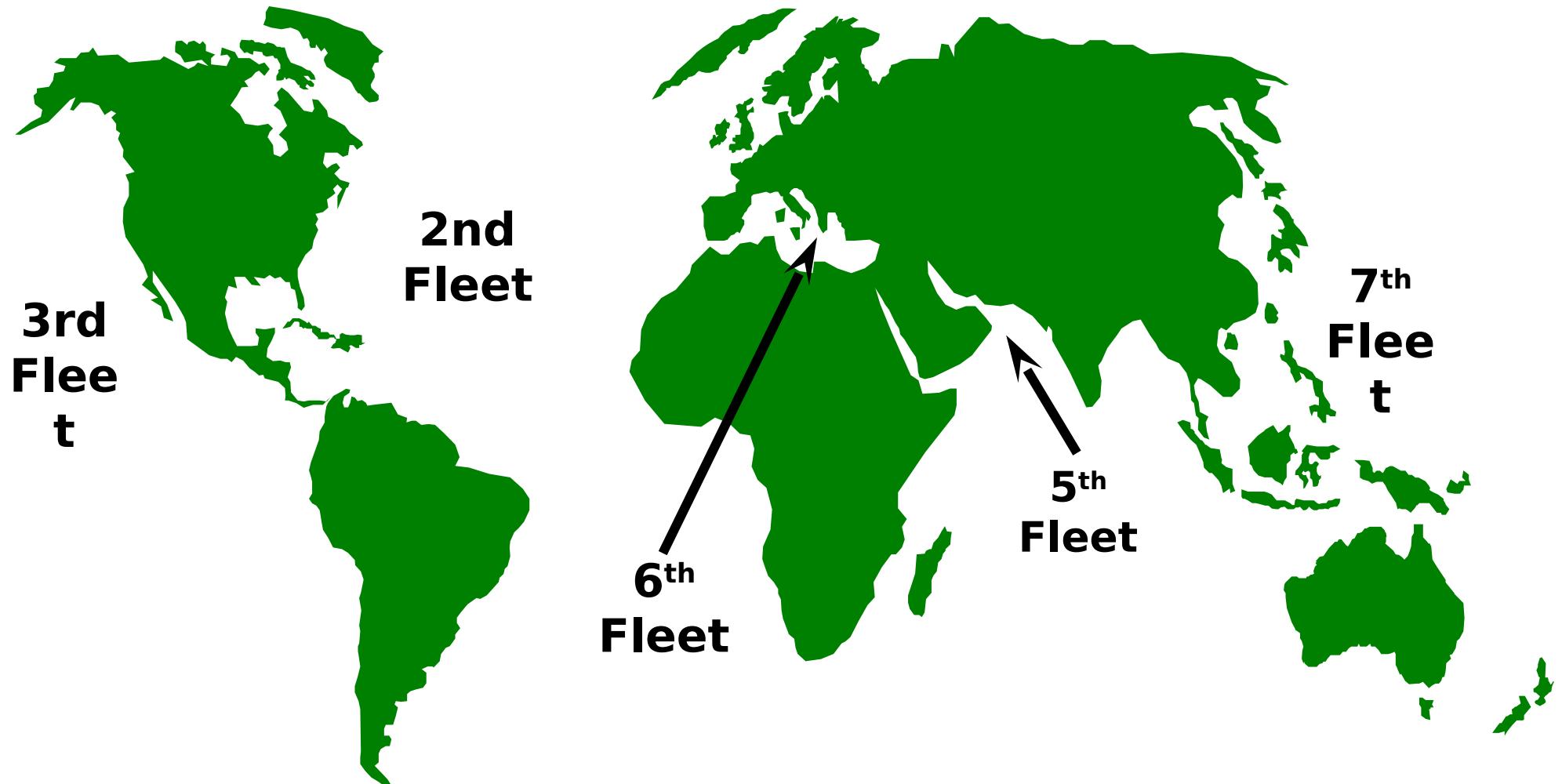


# US Navy Tactical Structure





# US Navy Tactical Structure





# US Navy Contingency Contracting

- Naval Contingency Contracting Handbook
- Each ship afloat has a Supply Officer with limited procurement authority (SAT or less)
- Naval Supply Systems Command (NAVSUP)
- Naval Facilities Engineering Command (NAVFAC)





# NAVSUP

- Responsible for the Navy's Field Contracting System
- Naval Contingency Contracting Program (NAVSUPINST 4230.37A)
- Navy's executive agent for contingency contracting
- Network of NRCCs and FISCs world-wide
- Maintains “battle roster” of CCOs with SAT and above SAT for world-wide deployment





# NAVFAC

- Responsible for all public works center, construction, utilities, and related services worldwide
- Network of ROICCs
- Seabees - organic construction workforce of NAVFAC
- Emergency Construction Capabilities (CONCAP) Program





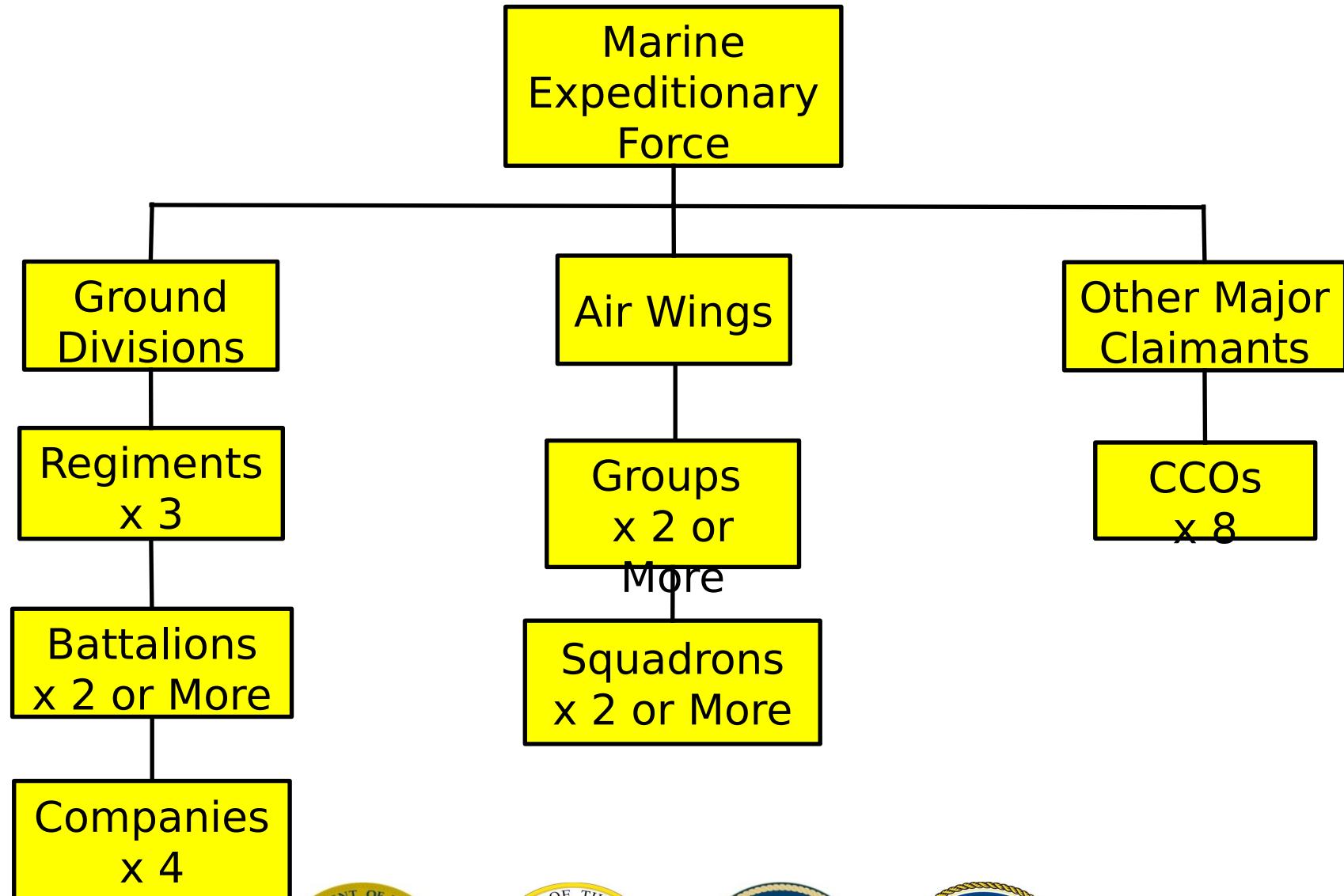
# CONCAP

- Similar Program to the Army's LOGCAP
- Focus on construction and related services
- Global IDIQ Contract :
  - J.A. Jones/Perini Joint Venture
  - NAVFAC is PCO and retains ACO duties





# US Marines Tactical Structure





# US Marines Contingency Contracting

- Marine Corps Purchasing Procedures Manual, Appendix B
- In the FSSG, the Chief (CPT/MAJ) has unlimited warrant, 7 NCOs have SAT warrants
- Regional Contracting Offices





# DCMC Contingency Contracting

- Teams created as needed (CCAS team)
- Selected, qualified, and trained in advance
- 12-17 personnel per team: CDR, ACO, Contract Specs, QA Specs, Property Specs
- Designated AMC agent for LOGCAP Admin
- Permanent OCONUS offices





# US Transportation Command (TRANSCOM)

- Unified Command
  - Responsibilities based on Function
- Functional and procurement authority for strategic movement and terminal operations world-wide
  - US Army Military Traffic Management Command (MTMC - ground)
  - US Navy Military Sealift Command (MSC - sea)
  - USAF Air Mobility Command (AMC - air)





# Roles and Missions of Non-DoD Agencies and NGO's





# Department of Homeland Security

- Primary coordinating agency for disaster and terrorism response and recovery activities
- First Respondent is the Federal Emergency Management Authority (FEMA)-coordinates efforts of state and local governments and other federal agencies
- FEMA has developed a Federal Response Plan with emergency support functions (ESFs) for Federal agencies - equivalent to military OPLANS for various disasters/contingencies





# Homeland Security Lead Agencies

## Lead Agency

Homeland Security (HS)  
(FEMA)

## Sector(s)

- Emergency Services
- Continuity of Government
- Information & Technology
- Postal & Shipping
- Transportation
  
- Agriculture
- Food, Meat & Poultry
  
- Food all other products
- Public Health

USDA

HHS





# Homeland Security Lead Agencies

## Lead Agency

## Sector(s)

EPA

- Water
- Chemical & Hazmat

DOE

- Energy

Treasury

- Banking and Finance

Interior

- National Monument & Icons

DOD

- Defense Industrial Bank





- DoD is lead agency for Public Works and Engineering
- DoD is a support agency for other 11 ESFs
- CCO support of Hurricane Hugo, Andrew, and Marilyn relief efforts
- National-Level Requests for Military Support
  - Director of Military Support (DOMS)  
(Secretary of the Army)
  - Defense Coordinating Officer (DCO)





# US Embassy Procurement Capabilities

- General Services Officer (GSO) for the Embassy has up to unlimited warrant
- Excellent source for CCO to get market data on local sources of supplies and services
- May be helpful in resolving disputes and providing information on local business practices and customs
- Independent of DoD





# Non-Governmental Organizations (NGOs)

- Defined as: non-commercial entities that are not part of the US or foreign gov'ts
- Examples: Red Cross/Red Crescent, Catholic Relief Services, CARE
- Relationship with UN, US and Host Nation varies as does CCOs authority to interact
- Exercise caution in providing/receiving support to/from NGOs





# Discuss the NCA, NSC, CINC's and the JTF





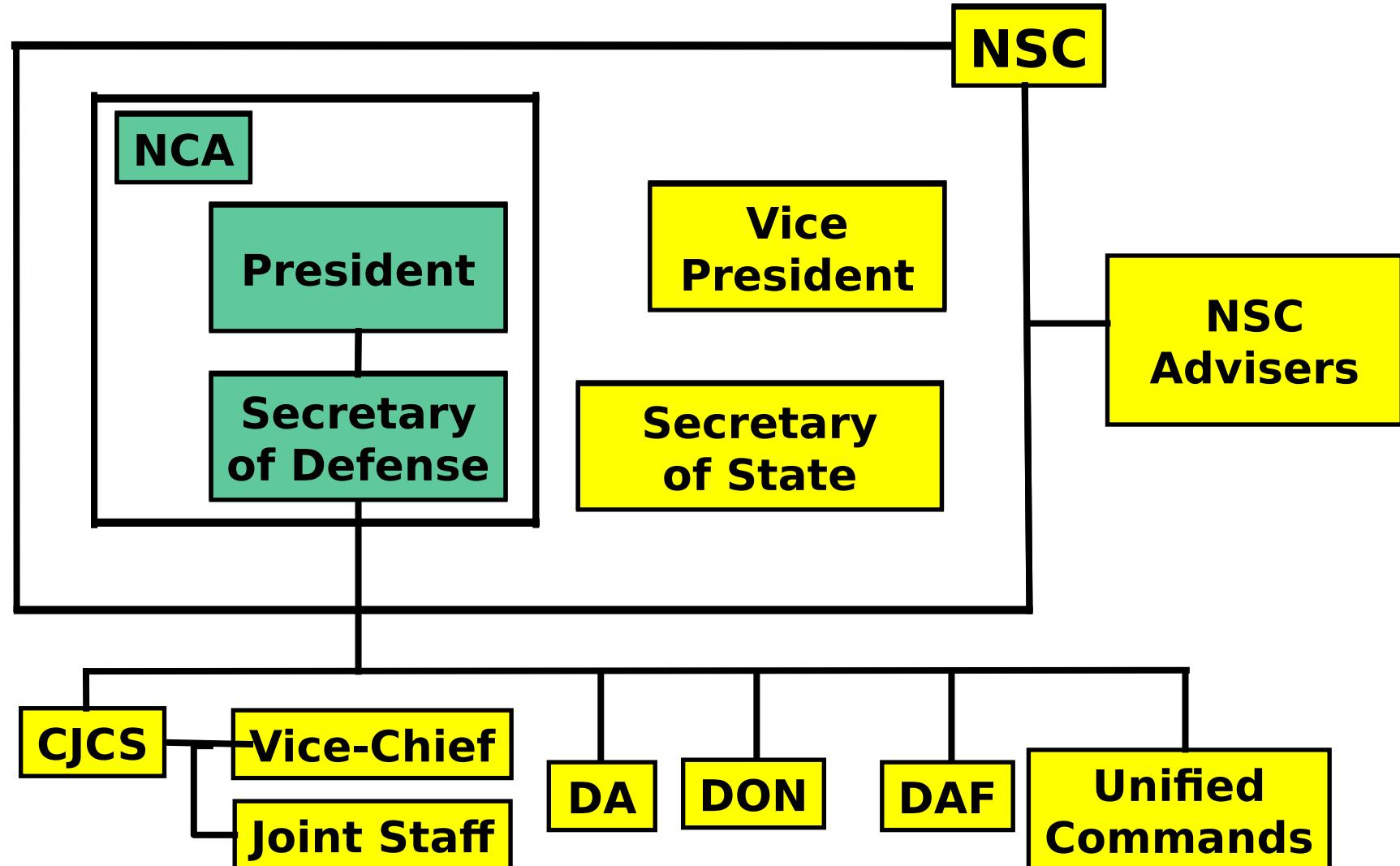
# NCA & CINC Structure

- National Command Authority (NCA) and National Security Council (NSC)
- Chairman of the Joint Chiefs of Staff (CJCS)
- 9 Unified Command Organizations (Unified Commander's responsibilities based on functions or geographical areas)



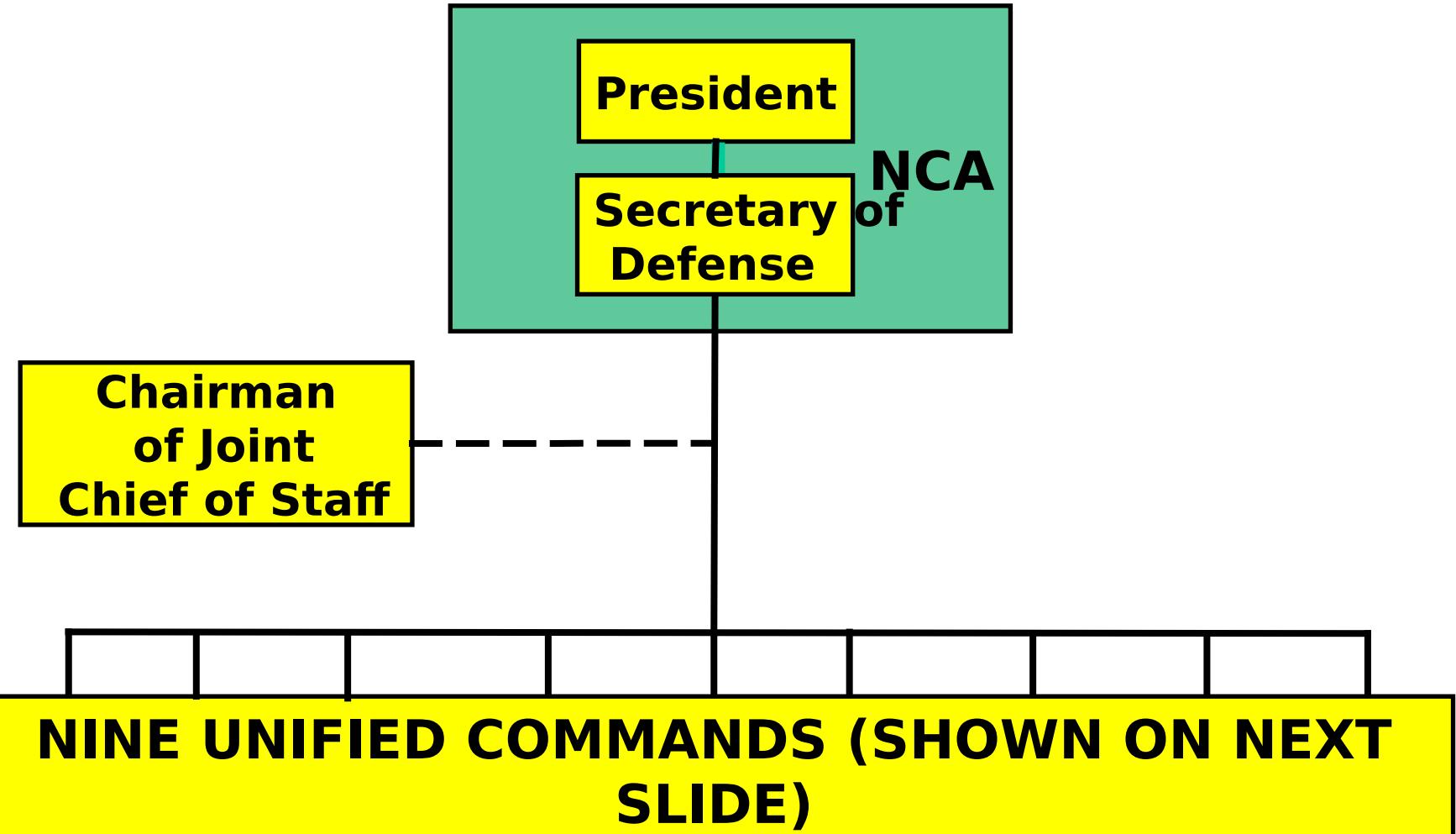


# National Security Organization

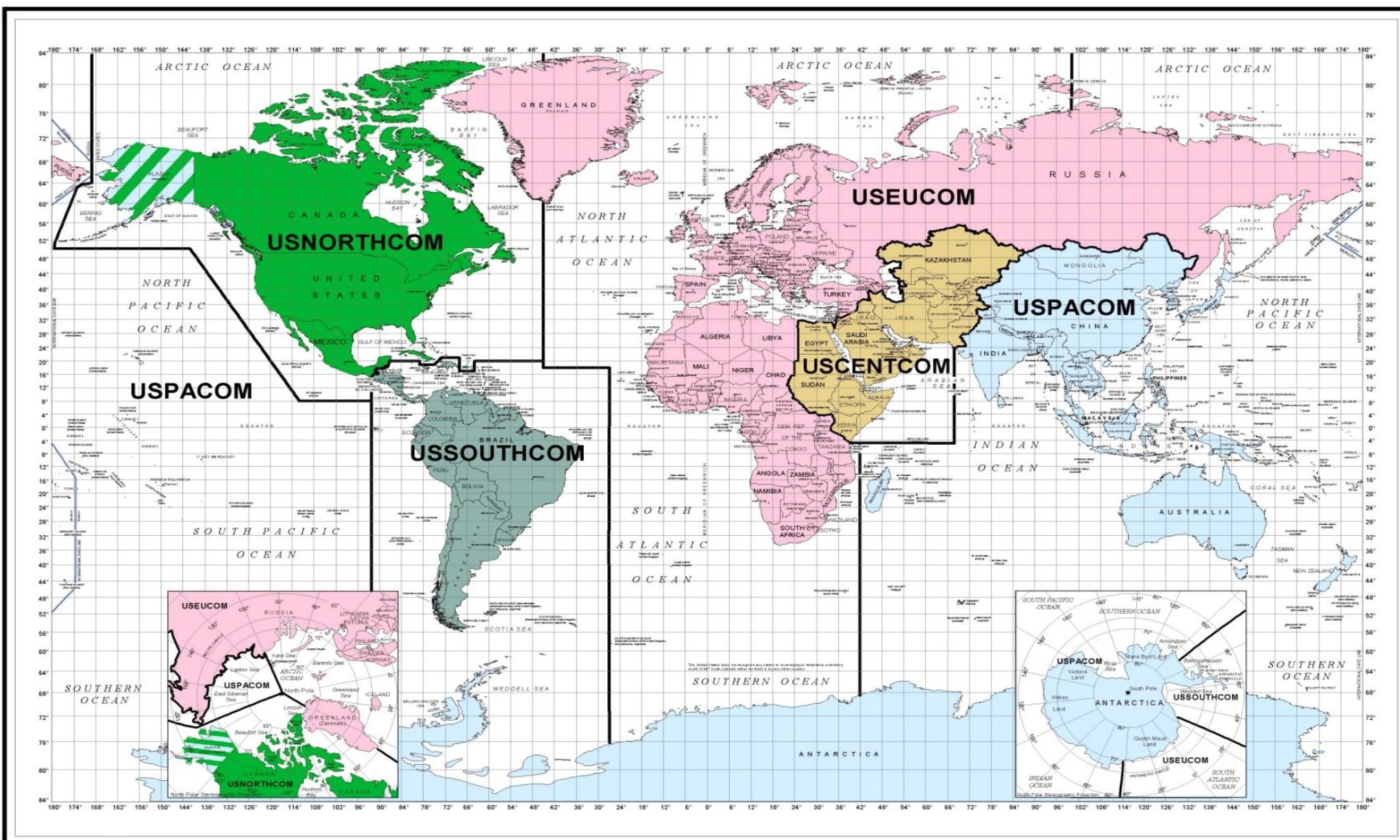




# Unified Command Organization



## THE WORLD WITH COMMANDERS' AREAS OF RESPONSIBILITY

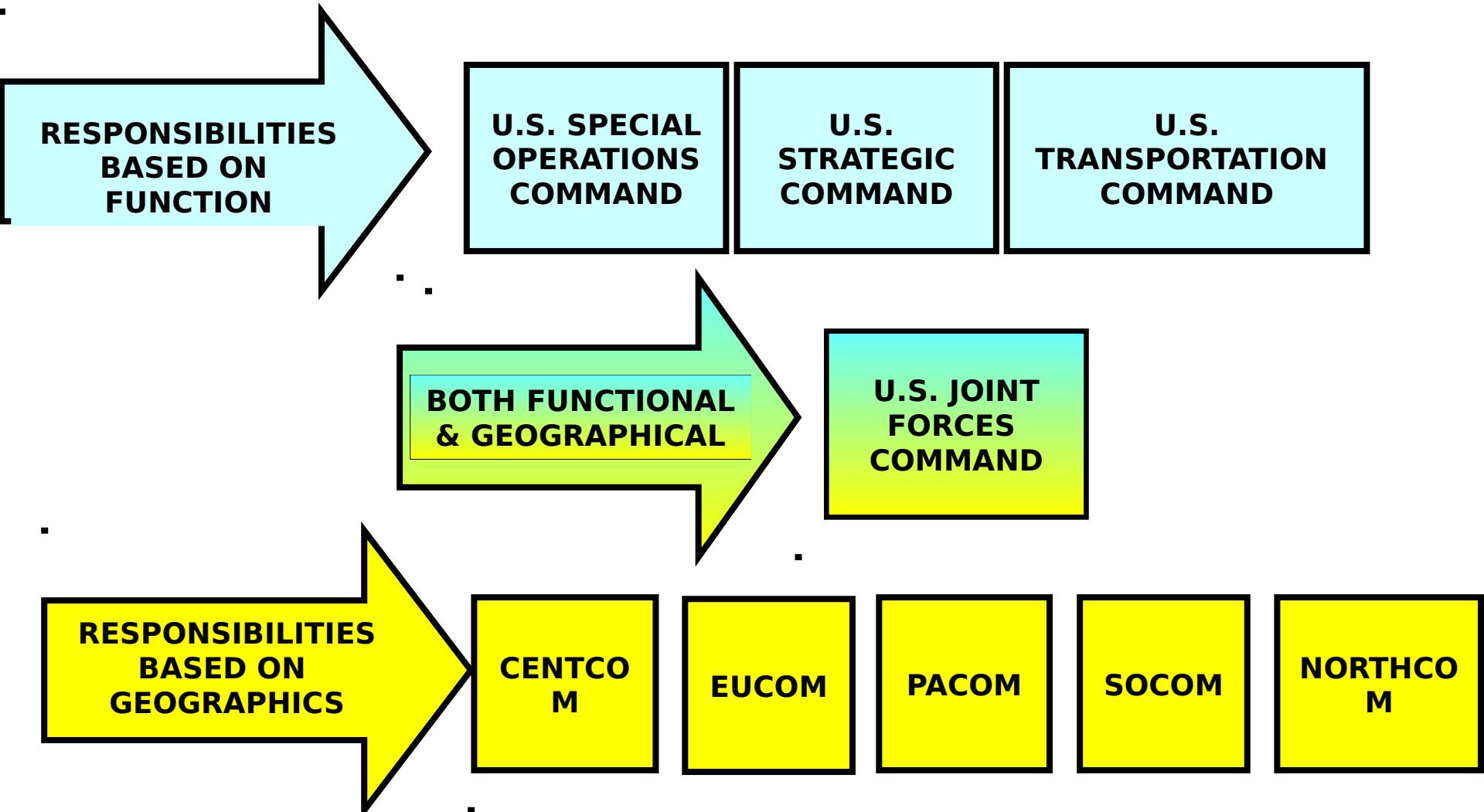
Based on  
United Command Plan  
30 April 2002

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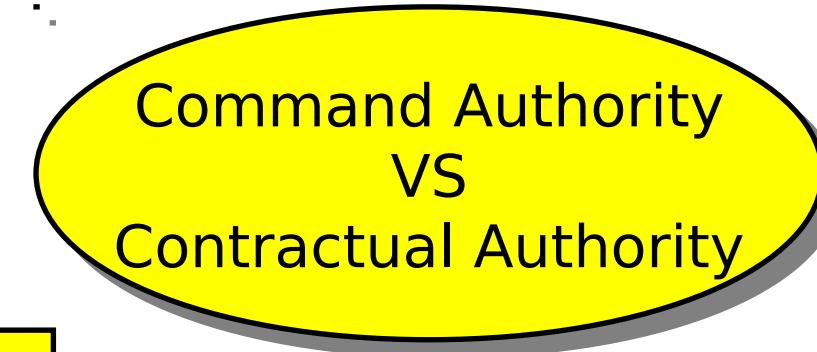
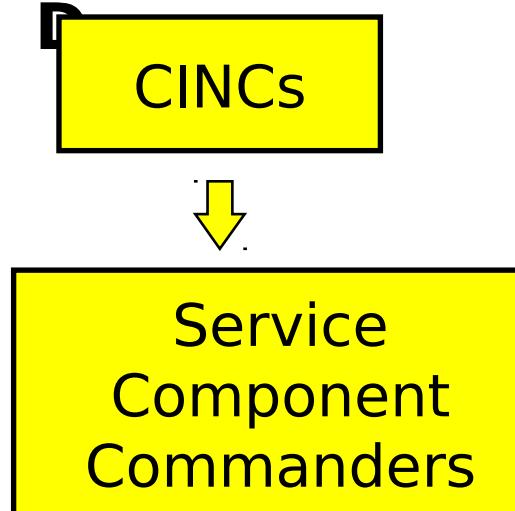
# Unified Command Responsibilities



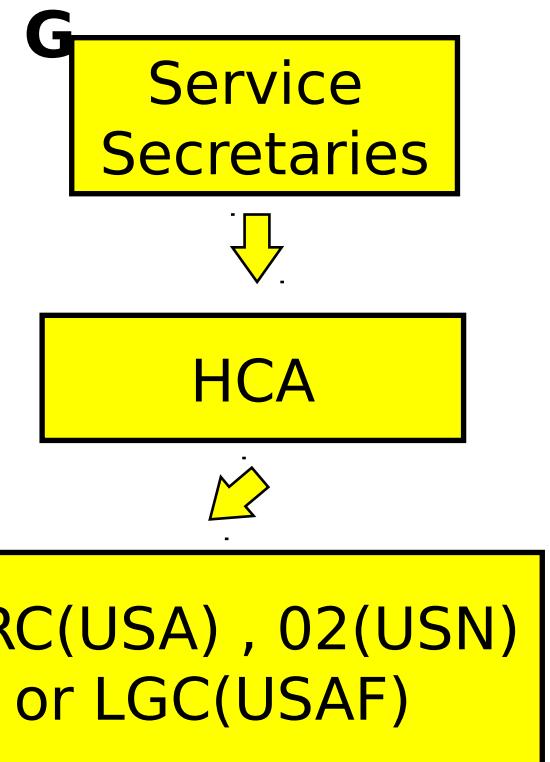


# Lines of Authority

## COMMAND

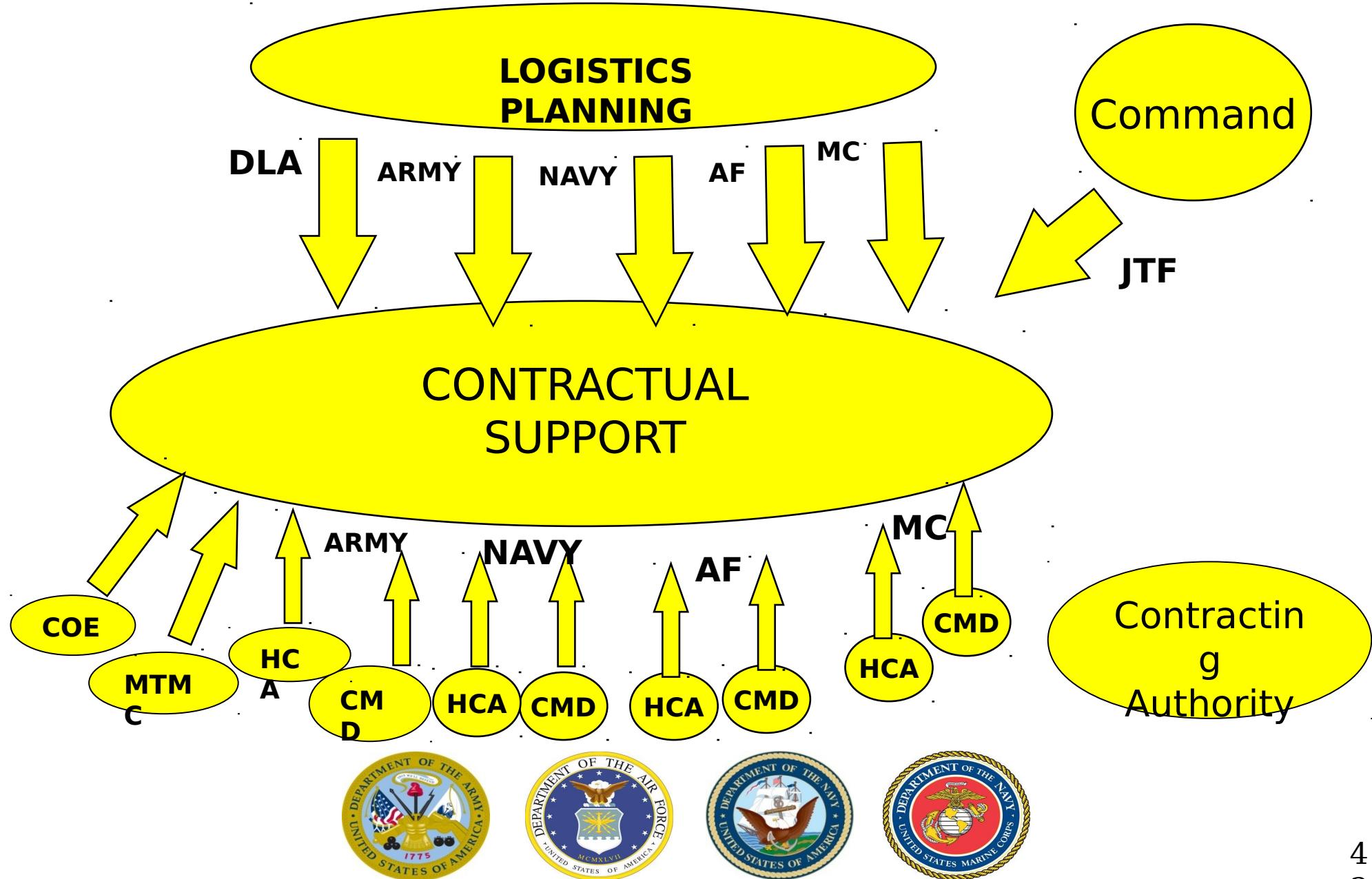


## CONTRACTING





# Joint Contracting Environment





# CINC Acquisition and Contracting Board

PARC

J4/7-ENG

JLSC

JA

CHIEF, HNS

CCJ4/7

CACB

RM

ARMY  
REP

NAVY  
REP

A. F.  
REP

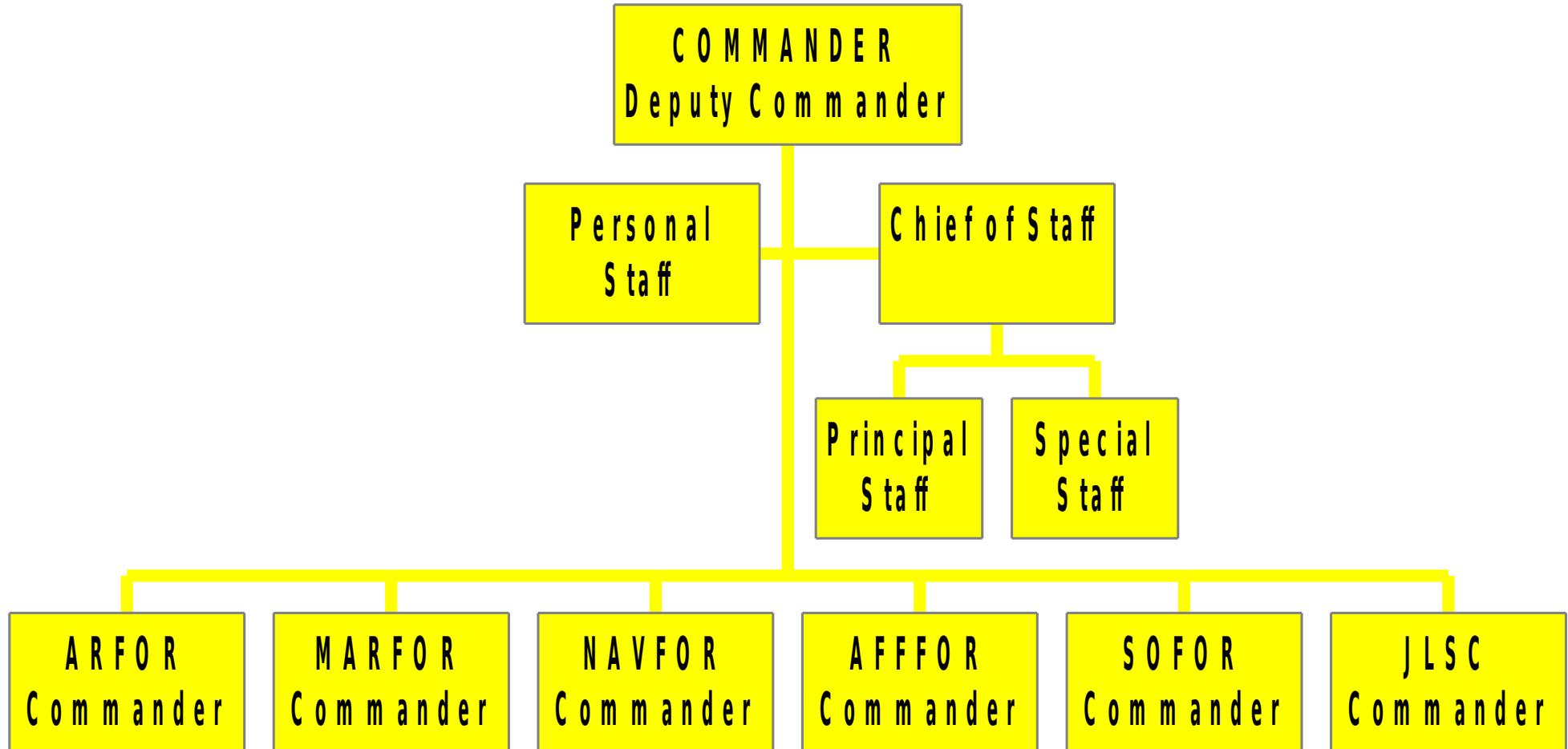
MARINE  
REP

EXAMPLE



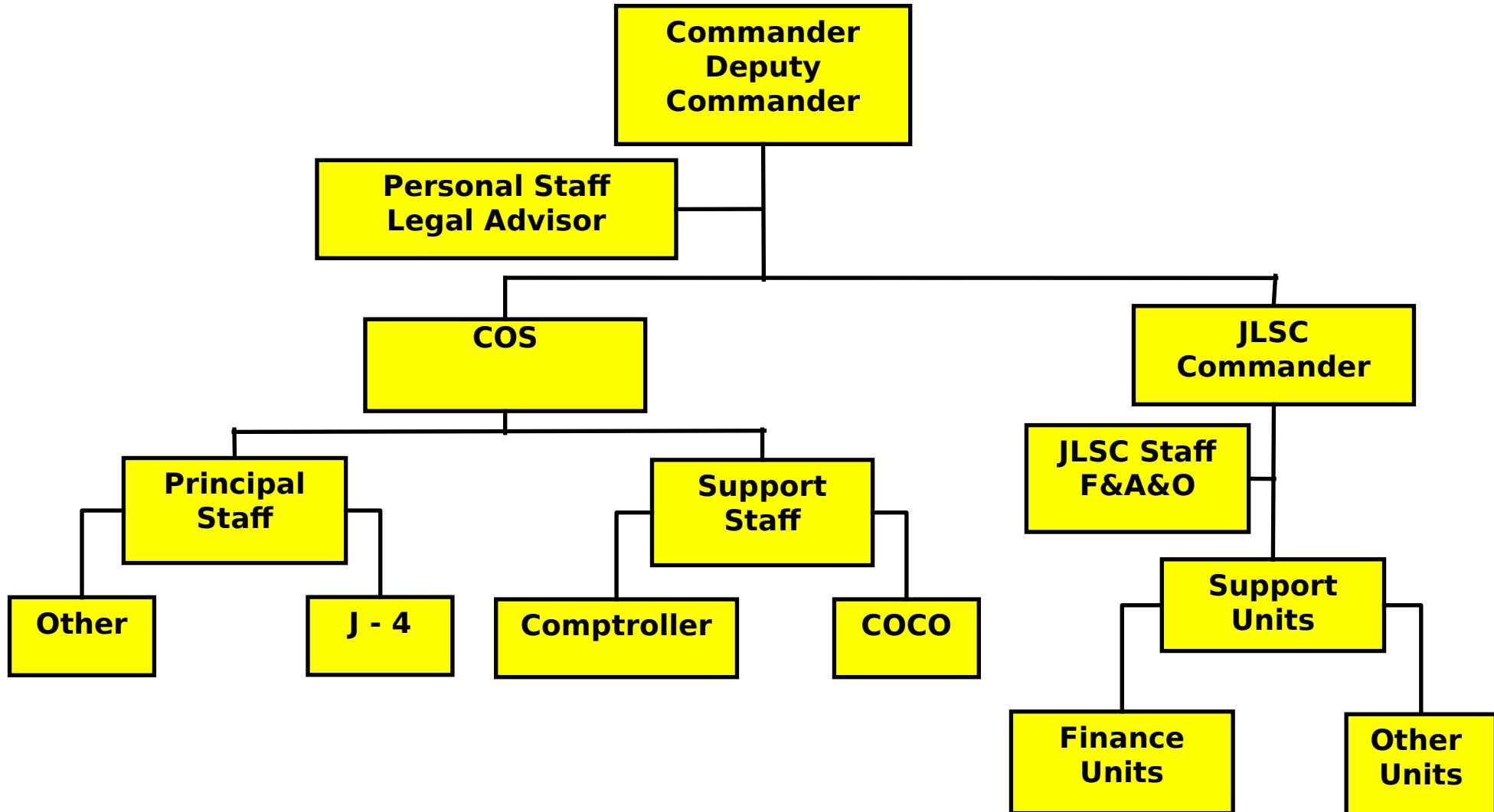


# JTF Command Structure





# JTF Staff Structure





# JTF Chief of Contracting

- **Joint Contracting Command needed to functionally support the JLSC concept**
  - **serves vital communication and coordination role (requirements & priorities)**
- **Highly desirable - designation brings forth additional FAR/DFARS Authority**
  - **Inherent Authority of a COCO**
  - **CCO Appointment**
  - **J&A approval**
  - **Ratification authority**





# CoCo / CCO Working in a JTF

- **Immediately upon arrival in theater Brief Superior on:**
  - **Contracting Manpower Requirements**
  - **Joint Usage Arrangements**
  - **Local Purchase Resources**
  - **Regulatory Restrictions**
  - **Request for Deviations**
  - **Additional Duties**





# **U.S. Contracting - Vs - Multinational Contingency Contracting**





# Multinational Contingency Contracting

- **Procurement Remains a National Responsibility**
- **Significant Concerns of a Multinational Force as compared to US-only Contracting Operations**
  - Rules, procedures, and forms for UN and NATO differ from FAR
  - Procurement authority is typically held at much higher levels
  - National procurement followed by reimbursement places premium on timely and accurate record keeping





# United Nations (UN)

- When the UN Security Council approves the use of multinational forces for a Peace Keeping Operations (PKO)
  - National militaries can use own procurement channels (without reimbursement)
  - Local procurement under UN procedures typically causes long delays (function of UN CAO)
- UN practices (auctioning) can affect the effectiveness of US CCOs in operational areas
- Transitioning to a UN controlled mission





# North Atlantic Treaty Organization (NATO)

- AD 60-70 procurement reg is similar to FAR
- NATO Maintenance and Supply Agency (NAMSA) is executive agent for procurement
- Operations in Bosnia
  - A joint or multinational contracting command was created to support the operation
  - Three challenges arose





# Responsibilities of a CCO in a JTF





# The CCO

- **Mission**
- **Responsibilities**
- **Ethical Considerations**





# CCO Mission Environment

- **Contingencies are by their very nature emergency situations**
- **Physical danger (yes you could get shot!)**
- **16-18 hour day is the norm, 7 days a week**
- **Little vendor knowledge of US contracting**
- **J&As and D&Fs are very common**
- **Bottom Line....Deployed forces don't need another bureaucrat**





# Office Operating Procedures

- Establish hours of operation
- Location for submission of requirements
- Establish a set of rules for customers submitting requirements.
  - Samples of Purchase Request documents
  - Samples of Statements of Work
- Explain Contractual Authority, and Limitations





# Interface With Personnel

- **Liaison with Key Personnel**
  - **Customer**
    - **Submission & Validation of requirements**
    - **Delivery/Payment Procedures**
    - **Quality Assurance**
    - **Supply Interface**
  - **Contractor**
    - **Emergency Source List**
    - **Delivery Procedures**
    - **Payment Procedures**





# Responsibilities To The Supported Command

- **Common Military Skills**
- **Anticipate Requirements**
- **Impact to Local Economy (may become the largest employer in area)**
- **Impacts on the JTF mission (economic, political and geopolitical)**





# Risk Management

- **Balancing the FAR/DFARS against the national interests which resulted in the deployment of forces**
- **Still need to protect the taxpayer**
- **Can't always do the job "by the book" in a contingency**
- **Document all contracting that is outside of normal FAR/DFARS contracting.**





# Ethical Considerations

- **Gifts from vendors, cash, jewelry, alcohol, sex or anything else of value**
- **CCO's must be mentally and morally prepared for these temptations**
- **Departure gifts, what's acceptable?**
- **Integrity, once compromised is almost impossible to get back**





# **Roles & Responsibilities of OOs, CORs, GCPC Holders, and Class “A” Agents**





# CCO Responsibilities

- OO
  - Appointed & authority to use SAT methods below the micro-purchase threshold (\$2,500)
- COR
  - Appointed by CCO/COCO; technical rep to monitor contractor compliance and performance
- Class 'A' Agents (Disbursing)
  - Make cash payments
- GCPC Holders
  - Make purchases similar to OO





# Contracting Support Personnel

- **Limitations and Control Measures:**
  - **Contracting support personnel require:**
    - **oversight**
    - **guidance**
  - **Establish control procedures and frequency of reporting (SOPs)**
    - **regular contact with CCO**
    - **monthly reporting**
  - **Coordination with J-1/G-1 to control redeployment**





# Summary

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- **Joint Command Structure**
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# Contingency Contracting

**America Stands Strong**  
**NEVER FORGET**  
**September 11, 2001**





***Agile Contracting Support...Anytime...  
Anywhere***